Linking Leadership and Learning

Judy Jeffrey, Iowa Department of Education School Administrators of Iowa 2006 Annual Meeting



Have you read the headlines lately?





Public schools still refuse to turn away any student



Schools continue to serve as foundation for democracy



Schools funnel skilled employees into workforce Unemployment remains low



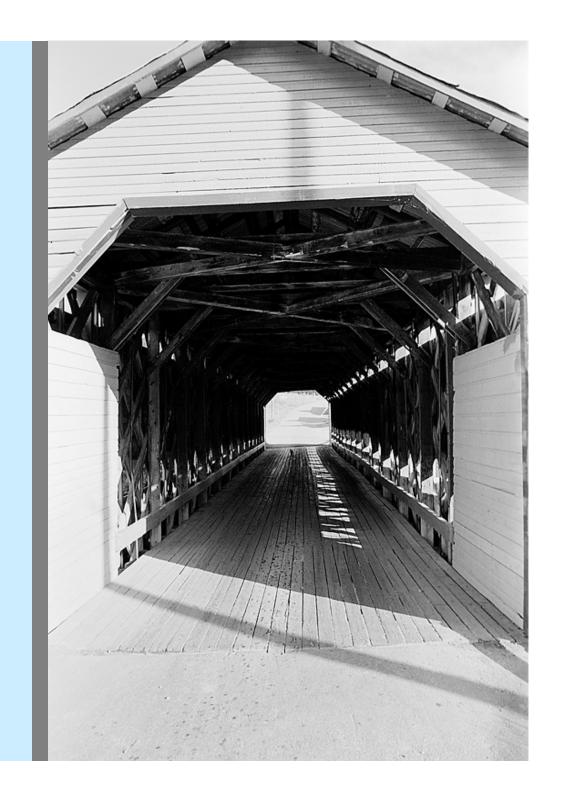
Colleges enjoy record enrollment Thanks to quality K-12 schools

Build on Strengths, Banish the Weaknesses



Banish Weaknesses

Tunnel Vision





Sobering Facts Economy

- Wal-Mart (nation's largest employer) & McDonalds created 44% of new jobs.
- Chemical companies closed 70 facilities in U.S. – tagged 40 more for shutdown. Of 120 chemical plants built in world with price tags of \$1B+ - one in U.S. and 50 in China.
- Companies can hire 9 Mexico factory workers for 1 U.S. worker.
- IBM recently sold its personal computer business to an entity in China.
- In 2005, American investors put more new money in foreign stock funds than in domestic stock portfolios.

Sobering Facts Higher Education

- South Korea 38% of undergraduates receive degrees in natural science or engineering
 - France 47%
 - China 50%
 - Singapore 67%
 - U.S. 15%

(Percent of World GDP)

- 1. U. S. (28.4%)
- 2. Japan (10.6%)
- 3. Germany (6.4%)
- 4. U.K. (5.0%)
- 5. France (4.8%)
- 6. China (4.4%)
- 7. Italy (3.9%)
- 8. Spain (2.6%)
- 9. Canada (2.5%)
- 10. India (1.7%)

(Percent of World GDP)

- 1. U. S. (28.4%)
- 2. Japan (10.6%)
- 3. Germany (6.4%)
- 4. U.K. 5.0%)
- 5. France (4.8%)
- 6. China (4.4%)
- 7. Italy (3.9%)
- 8. Spain (2.6%)
- 9. Canada (2.5%)
- 10. India (1.7%)

POP QUIZ:
Which countries are
projected to NOT stay in the
Top 10 by 2050?

(Percent of World GDP)

- 1. U. S. (28.4%)
- 2. Japan (10.6%)
- 3. Germany (6.4%)
- 4. U.K. 5.0%)
- 5. France (4.8%)
- 6. China (4.4%)
- 7. Italy (3.9%)
- 8. Spain (2.6%)
- 9. Canada (2.5%)
- 10. India (1.7%)

POP QUIZ:
Which countries are
projected to NOT stay in the
Top 10 by 2050?

(Percent of World GDP)

- 1. U. S. (28.4%)
- 2. Japan (10.6%)
- 3. Germany (6.4%)
- 4. U.K. (5.0%)
- 5. France (4.8%)
- 6. China (4.4%)
- 7. Italy (3.9%)
- 8. Spain (2.6%)
- 9. Canada (2.5%)
- 10. India (1.7%)

POP QUIZ:
Which countries are
projected to be ADDED to
the Top 10 by 2050?

(Percent of World GDP)

- 2. Japan (10.6) 2. U.S. (20.3)
- 3. Germany (6.4) 3. India (16.0)

- 8. Spain (2.6) 8. U.K. (2.2)

- 1. U. S. (28.4) 1. China (25.6)
- 4. U.K. (5.0) 4. Japan (3.9)
- 5. France (4.8) 5. Brazil (3.5)
- 6. China (4.4) 6. Russia (3.4)
- 7. Italy (3.9) 7. Indonesia (2.3)
- 9. Canada (2.5) 9. Germany (2.1)
- 10. India (1.7) 10. Mexico (2.0)

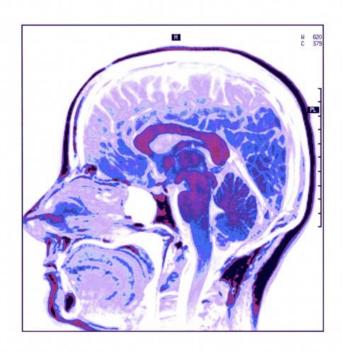
(Percent of World GDP)

	Today		2050		1820
1.	U. S. (28.4)	1.	China (25.6)	1.	China (28.7)
2.	Japan (10.6)	2.	U.S. (20.3)	2.	India (16.0)
3.	Germany (6.4)	3.	India (16.0)	3.	France (5.4)
4.	U.K. (5.0)	4.	Japan (3.9)	4.	England (5.2)
5.	France (4.8)	5.	Brazil (3.5)	5.	Prussia (4.9)
6.	China (4.4)	6.	Russia (3.4)	6.	Japan (3.1)
7.	Italy (3.9)	7.	Indonesia (2.3)	7.	Austria (1.9)
8.	Spain (2.6)	8.	U.K. (2.2)	8.	Spain (1.9)
9.	Canada (2.5)	9.	Germany (2.1)	9.	U.S. (1.8)
10.	India (1.7)	10.	Mexico (2.0)	10.	Russia (1.7)

Sobering Facts K-12 Education

- 1995 U.S. 12th graders performed below the international average for 21 countries in general knowledge on math & science test.
- Growth in 11th grade Iowa proficient science students only 1% since 2001.
- 26% of Iowa students take physics.

Districts <250, 19.7% 7,500>, 30%



Banish Weaknesses

- Tunnel vision
- Achievement gaps

3 grade levels tested...

2 subjects tested...

5 ethnic groups tested...

= 30 data points

25 Improved



Achievement Gains

4th Grade Math Percent Proficient

	2001-03	2004-06	
Hispanic	53.0%	61.8%	+ 8.8
Asian	80.0%	83.5%	+ 3.5
American Indian	55.8%	62.2%	+ 6.4
frican American	42.7%	55.5%	+ 12.8
White	77.8%	82.7%	+ 4.9

Achievement Gains

8th Grade Reading Percent Proficient

	2001-03	2004-06	
Hispanic	43.0%	47.0%	+ 4.0%
Asian	68.6%	70.9%	+ 2.3%
American Indian	49.2%	58.4%	+ 9.2%
African American	35.9%	44.1%	+ 8.2%
White	72.0%	74.1%	+ 2.1%

Achievement Gains

11th Grade Reading
Percent Proficient

	2001-03	2004-06	
Hispanic	53.5%	52.0%	- 1.5%
Asian	75.1%	79.1%	+ 4.0%
American Indian	62.5%	63.4%	+ 0.9%
African American	49.7%	51.4%	+ 1.7%
White	78.6%	78.7%	+ .12%

Banish Weaknesses

- Tunnel vision
- Achievement gaps
- Curriculum

Model Core Curriculum

Depth vs. breadth

An Example from India ...

1. Evaluate:

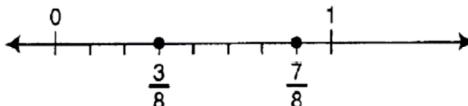
(i)
$$\sqrt{194481}$$
 (ii) $\sqrt{1\frac{28}{36}}$ (iii) $\sqrt{2\frac{1}{4}}$

- 2. Simplify: $\sqrt{49} + \sqrt{0.49} + \sqrt{0.0049}$
- Evaluate √7 up to three places of decimal.
- 4. Evaluate $\sqrt{0.4}$ up to three places of decimal.
- 5. What least number must be added to 269 to make it a perfect square?
- 6. The area of a square floor is 784 m² Find its perimeter.
- The sides of two squares are in the ratio 3:4. If their combined area is 12 25 hectares, find the length of the side of each square
- 8. Find the cube root of $2\frac{10}{27}$
- 9. Express 0 37 as a rational
- 10. Find the value of $(8000)^{-\frac{1}{3}}$.
- 11. Find the value of $(125)^{\frac{2}{3}}$.
- 12. Solve: $6^x = 216$
- 13 Simplify: $\frac{\sqrt{63} \times \sqrt{7}}{\sqrt[3]{27}}$
- 14. Divide: $2x^4 + x^3 27x^2 + 36x 15$ by (2x 5).

... compared to the United States

Elementary and Middle School Student Performance

4. Which fraction is located between $\frac{3}{8}$ and $\frac{7}{8}$ on the number line?



A. $\frac{1}{4}$

B. $\frac{1}{2}$

C. $\frac{8}{8}$

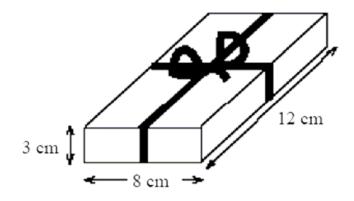
D. $\frac{10}{8}$

Grade 3 Grade 4 Grade 5
19.1 39.8 50.8

... compared to the United States

High School Student Performance

 Stu wants to wrap some ribbon around a box as shown below and have 25 centimeters left to tie a bow.



How long a piece of ribbon does he need?

Math Curriculum from Top Achieving Countries

						Gr	ade	
Торіс	1	2	3	4	5	6	7	8
Whole Number: Meaning				•	•			
Whole Number: Operations					•			
Measurement Units	_						•	
Common Fractions								
Equations & Formulas			A		•	•		
Data Representation & Analysis			_		•	•		_
2-D Geometry: Basics			_		•	•		
2-D Geometry: Polygons & Circles					•	•		
Measurement: Perimeter, Area & Volume				•	•	•	•	A
Rounding & Significant Figures				•	•			
Estimating Computations				•	•	•		
Whole Numbers: Properties of Operations				•	•			
Estimating Quantity & Size				_	A			
Decimal Fractions				•		•		
Relation of Common & Decimal Fractions						•		
Properties of Common & Decimal Fractions					•	•		
Percentages					•	•		
Proportionality Concepts					•	•	•	_
Proportionality Problems					•	•		
2-D Geometry: Coordinate Geometry								•
Geometry: Transformations						•	•	•
Negative Numbers, Integers, & Their Properties						_	•	
Number Theory							•	_
Exponents, Roots & Radicals							•	•
Exponents & Orders of Magnitude							A	A
Measurement: Estimation & Errors							A	
Constructions Using Straightedge & Compass								_
3-D Geometry								
Geometry: Congruence & Similarity								
Rational Numbers & Their Properties								_
Patterns, Relations & Functions								
Proportionality: Slope & Trigonometry								_

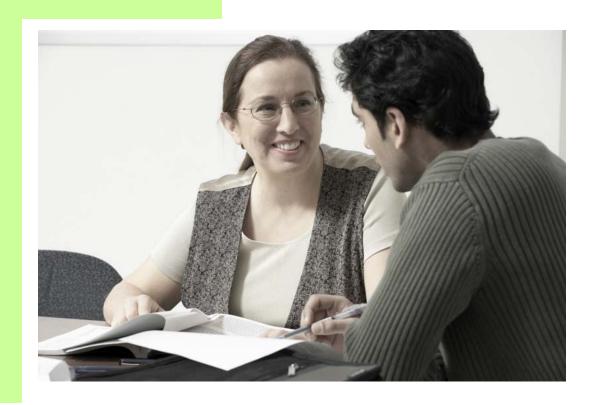
- ▲ Intended by 4 out of the 6 top-achieving countries
- Intended by all but one of the top-achieving countries (5 out of 6).
- Intended by all of the top-achieving countries.

Math Standards from 21 States

State A		Account to				
STREET OF ST OF ST OF ST	State F	State K	State P	State U	State D	State S
Ning Standard Manager	Shire States Mestrey	All and a second a	Consequences	characteristics	What is principle to the second	And Kentersharen
Anna Mandar Complete	Ministration Completes at the state of	And the state of t	Consule Speaker + + + + + + + +	effule frances Operations	White Spending at the second	Ande Kanter Operation
description and a second	deservation		Annual Color	encommittee	American Conference Co	Annematica
Common Practices	Common Products Francisco de Common	Common Paulium Economic Pomoan	Common Francisco	Connect Posture Finalism & Posture	Common Francis	Contactivities
Foreface & Foreign	Egyptimization Alone	Egylanus duri don	Code Expressional Anna .	Day Consensation & Area	Emplementation and	Explanation (Aug.)
10 leaves time	10 Jennety Bross	10 leavely facts	10 Cennels from	10 Georgy Seas	10 Grandy fans	10 Suney flags
Ringues & Control	Polygon & Carden	Fragues & Circles	Program & Continu	Polygon & Chiles	Progress & Cleans	Program & Circles
Ferner, Arek Miles	Pelineer, Area & Nitrare	Parties, Asia States	Person, Art Colore	Section Ann & Volume	Partners, America Schools	February, Anni & Children
Counting & Expellent Figures	Reunting & Bysilinati Piguan Palmatan Campulatan	Envelop & System Papers Editoring Computation	Frankry & Stylister France Friedrick Commission	Standing & Significant Page Enterprise Company (Co.)	Francis Considers	Francisco Consentation
Editorating Computations	Countries of Clark Marrier Spendiers	Comments of Africa Construction	Committee of State Manager	Constitution of Marie Section 1	Country Companies	Constitutivitais Series
Estimating Countily & Distr.	Balandery Country & Side	Estimating Country & Silve	from regionally a face of the second	Endmoting Country A. Com	Francisc County & Size	Falmating Construct Size
Contract Francisco	Entine Frankers	Corpus Provious	Center/Sustant	Decimal Fractions	Entitud Charles	Enting Frederic
Restauration of Communication and Process	Estational of Communication (Communication)	Extensión el Common & Ocument Province	Personal Program Communication	hodinospi Connant C	Personnel of Common & Decimal Flori	February of Connect & C
Properties of Common & Desired Proof	Properties of Common & Center of Francisco Properties	Properties of Common & Decimal Providers	Properties of Common & Continual Providers Properties	Proposition of Communication	Properties of Common & Central Provides Personages	Projection Common & On * *
Ferencian Courts	hardway Cross	Proprietario Comerco	Country Country	Principle Constant	Francisco Conero	Procedurate Constant
Englishing College	Proposition	Engineering Continue	Proposition	Page Control Projects	Properties by Petition	Augustus Prillians
10 Condition Country	10 Consider Georgy 4 4 4 4 4 4 4 4	10 to dige tempy	10 Communic Geometry	10 Constitute Constitute of the second secon	DD Countries Section 1	1.0 Countrale Geometry
Geometry State (conditions	Country Sendomators	Country Sandomatics	Geometry Transferon	Desirery Decembers	Country Territoristics	Country Instalantains
Register Humbers, Integer A. Their Properties	Registrational integers & Train Properties	Replace Fundame, Integers	Programme Congress State Properties	Sapine Services, Inlegers	Register Survivories of Expension Survivories Companies	Asymptotication, larger & Teacher
Equipments, Cooks & Cooks 4	Reports Com & Coming	Former's Code & Code Co	Exercise Study & Desires	Francisco Francisco	Promote Costs & Costs at	Faurerin Fare à faith an
Engagement & Content of Magnificials	Experience & Graters of Acceptable	Exponents & Colera of Magazinia	Exporters & Orders of Magnificate	Exponents & Orders of Associate	Engagerin & Collect of Magnificials	Experience & Contract of Magazines
Consensativement from a sea a sea a sea	Nonemet (ringuist a a a a a a a	Annemetication of the second second	dermanentalminist	interestinantite a a a a a a a	Alternational Coloradion & Co	Singerent Editoria Ed. 8 8 8 8 8 8
Construction of Brigginsige & Company	Constructions of Medicination & Company	Constitutions of Bridgeston & Company	Construction of Progressy # # # #	Complexionen or Statistical A. Company	Construction of Braghesian & Company	Conduction of Sangeling
1.0 Semesy	Conserva Conserva	LO Compress & Circles	Segment Seites	to Geometry Computer on A Combinally	Li Centrely Cargnesses & Security	LO Secondary Construction Const
Computers & Circuity Explored Handers & Day Francisco	Congruence & Cherary Extend Humbers & Class Properties	Emiral Hunders & Dar Fourties	Contracting to a Charactery	Delication & Centerly Delication & Date Properties	Congruence & Stationsy England Mandan & There Francisco	Estand harism & Tim Propriers
Persona, Relation & Femiliary	Figure (history) & Funds	Petana, finishen & Punits	Patron, Eraturo & Facilitati	Politers Coldings & Device 1	Person, Statem & Farra	Former Stricture & County
Spire 4 Discrepancy	Sour & Discountry	Emil & Novembro	Date & Tomorety	Sur & Discussion	Sport Stepandy	Book Etimopris
0	01-1-0	On the last	O O	On the Fi	One of the second	0
State B	State G	State L	State Q	State E	State	State C
Traperty Orl 60 GH GH GH GH GF GH	Topres 61 00 63 04 04 04 07 68	Carrier 51 00 52 04 07 04 07 CA	Taxon 51 02 00 03 55 04 57 06	Empires Del COC DES CAL DES ES OF ES	Tegers - C+ G2 E2 G4 E4 G6 E7 G6	Topon or as as as as as as as
	Actual Number (Maring)	Actividade attract	Market 1990;	Contraction Contract	April april attend	Arris Fanish Elemen
Alles Namba Camariera	Anderstande Operation	Mile Humber Operations	Maraman Color	elisale humine Complains	What Humber Operations	Abija Kanter Oprodore
Committee	Commission	Experience	Common flactors	Connectories	Company Stations	Corne Parier
For Farm & Forman	Condemi france	Esprison & Femilian	English & Formulation	Faceface & Famula	Payeriana & Forman	fadent/order
Erafametran.Lingus	Eredquinteracting	Eratqueenrand.trag	Constituent markets, and a second	Date Coperate Section & Arrest	Can September 2014 Arthur	Employmentation 5 Avail, * * * * * * * *
Course Codes	Prison Chin	Committee Committee	Engage A Circles	Distance & Colors	Conservation forms	Princers & Corps
Ferner, And Whee	Femres Area Colons	Factoria, data from	President Common E. Visione	Printer Asset Colone	Participant Committee	Fainer Am Anther
Econologic Significant Pigures	Escalage Contract Page	Excellegit Systems Figure	Controlling & Construct Copy at the first at the first	handing & Special Cine	Country & Construct Cour	Sounding & Significant Figures
Estimating Computations	Extending Computations	February Computation	Promong Computation	Enterological position	Entering Computation	Estimating Compositions
Engeles d'étais Kunte Operation :	Projection of Windowskies and a second or	Properties of Missie Hamilton	Conjustion of Nation Standard Co. 10 10 10 10 10 10 10 10 10 10 10 10 10	Properties of Whole Number Open	Engelet d'Abrellanter et et et et et et	Augustian Visit Salar C. C. C. C. C. C.
Extending Country & Size	Relative Country & Side Country Programs	February Country & Siles Exclusis Francisco	Control Country Library	Enteroding Country & Earn	Princip Control Library	Estimating Country & State
Expression of Common & Common Pro-	Essentia d'Omnos i Omnos haten	Reference of Communication	Printer of Commun 4.4	Additional Contract C	Performing of Communical Section Free Street	Explorate of Common & Commit Province
Properties of Common & Continued Providence	Property of Common & Francisco	Fragette of Common & Com	Properties of Common & Omina (Propilers	Properties of Communical Desires Francisco	Propriet of Common & Coming Propriet	Properties of Common & Common Properties
ferrenger	Canada	Fernanger	Friedrich	Terretages	Fernanger	faciation
Emperimenty Contests	Augustinisty Consepts	Emperimently Consequence as a second second	Emplement y Carriery 1	Proportionally Concepts	Enquellerary Consepts	Property rates Common
Engarinary English	Engineerity Entities	Emperiments Continues	Proposition # y Problems	Proportionally Proteom	Experimenty Positions	Supriority Science
DO Coordinate Decembry Commonly Control Constitution	District Continues Con	LO Constitute Country Countries Countries after	Country Transportune	Scientificate Committy Security Transformations	Country Institution	Streets Development
Republication integer & Too Counties	Charles Street and Co.	Property Street Control of the Contr	Prophericalist Interest Top Property	State funies, literature and an analysis of the control of the con	representation of the part of the foresters	Reprint Services, Interprint State Coupering
turier Treny	Europe Tenny	Number Treasy	cases treay	Nation Flancy	Letter Trenty	Number Treasy
Exportants, Cooks & Cooks 41	Exportments, Francis & Charles St.	Equipment, Door & Doors at a second second	Exporant, Pools & Pools as	Experiente, Esta & Extrate	Exponents, Cooks & Cooks at	Experiente, Excela Saltente
Equipment A. Cropes of Sings Bode	fragrande à Court et approach	Reporter & Craims of Mayo	Fagurana A Crosmo et Mageria de	Expansion & Corpora or Language	Reporter to 6. Croims of stopp excite	Reporter in Content of Magnitude
Simulations (Table Prior & From a series of the series of Company of Company & Company	Controllers of Strategies & Control	Continuous di Braggado	Connectors Congress	Complexion of Standards & Company	Community of the sign A. From	Conduction of Standards & Company
10 irente	10 trees	1.0 Semestry	1.0 Centerio	10 Genery	DO Comprés	10 latery
Corporate & Ornials	Despure a filminals	Corporate Statistic	(imprematibility	Computation & Continuity	Empleme & Seriety	Congruence & Similarly
Emilyal Humbers & Tree Properties # # # #	Estant Humbers & Dies Engelden	Kertara Hunders & Dare Pr	Patient transmit & Ten Frageties	National Numbers & Their Properties	Paters riumber 4 Des Propries	
Participa, Relation & Parellina	Patrick, Relation & Punction 1	Peters, federal Efunda	Patros, Eddison & Parklin	Polisers, Fedelara & Foreix		Erizod hanism & Tracking and A. A. A. A. A.
Euge & Trigonometry	Stope & Pagenometry	Egypt A. Driver among			Petro, transcriptors	Fathers (Relation & Funds 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
State C				Stope & Enganantely	Eagle & Telegraphics	
	State H	State M	State 9		Says & Togovomery	Reference / Profession & Francis Stope & Triperometry
	State H	State M	State R	State J	State N	State T
Tegóns DI DO DE DA DE DE DE DE	் அப்படிய வருவர்கள்	Taylor or 33 G3 S4 G8 G8 GF S4	State R	State J	State N	Starte Treatment of the starte
Markete trees,	Togrise DH GE GE GE GE GE GE GE	Copins OF SE GE SE	Topins DI 00 DI 04 DI 07 DI	State J	State N State N State N State N State N State N State	State Towns and State St
	் அப்படிய வருவர்கள்	Taylor or 33 G3 S4 G8 G8 GF S4	Topins DI 00 DT GA ON ON OF ON	State J	State N	Starte Treatment of the starte
Material Canada	Topics 01 02 05 04 05 05 07 08 Associated Manage 0 0 0 0 0 0	They have been considered as a second of the construction of the c	Topine 04 03 07 04 04 08 07 04 04 04 05 05 04 04 05 05 05 05 05 05 05 05 05 05 05 05 05	State J Topin	State N State N spin or OI 02 03 00 06 07 00 00 00 00 00 00 00 00 00 00 00 00	State T State T One of 19 and 19 an
Malichania Granica Malichania Granica Manazarrat Irak	Pagins 04 03 05 04 05 05 05 05 05 05 05 05 05 05 05 05 05	Pagins 01 03 03 04 05 05 07 01 04 05 05 04 05 05 04 05 05 05 05 05 05 05 05 05 05 05 05 05	Pagine 04 00 01 04 04 05 05 04 04 05 05 04 04 05 05 05 05 05 05 05 05 05 05 05 05 05	State J State S State S S S S S S S S S S S S S	State N State N Or 03 03 00 06 08 07 08 obtains Researching State N St	Parties Production Affords in Bodge of Typersonny State of T Types on the Control of the Control of Control
And Andreas Andreas Management States Management States Compare States S	Together discourse 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	Program Of 22 00 01 00 04 07 01 01 04 05 07 01 01 04 05 07 01 01 04 05 07 01 01 01 01 01 01 01 01 01 01 01 01 01	Program Del 200 201 201 201 202 202 203 20	States J Tools 01 03 07 04 03 07 06 03 07 06 The states Commiss	State N State N Teacher Or Al	
Michigana Coration Michigana Coration Montaneau Coration Corana Fallina Corana Fallina Do San Fallina	Topics Standard Marroys 54 63 65 66 69 69 69 69 69 69 69 69 69 69 69 69	Togris 0: 00: 03: 00: 04: 06: 06: 06: 06: 06: 06: 06: 06: 06: 06	Terrino DE 00 DE 04 DE 06 DE 0	State J State J State S	State N State N Cash Or OJ DJ ON OF ON O	Parties Francisco Africasis - Bulgard Experiments - Bulgard - Bulgar
Marine and American Marine and American Marine and American Experted American Experted American Coll Researce France Figure 5 Collections	Spring of the All Col Mar Col	Topics On the Control of the Control	Terrino B	States J Topin Dr. Od DT On DR OR DT ON DR OR DT ON DR OR DT ON DR OR DT OR DR OR DT OR DR OR DT OR DR OR D	State N Space or of all all all all all all all all all al	Parties of America Affording
Machinery Committee Machin	Topics Standard Marroys 54 63 65 66 69 69 69 69 69 69 69 69 69 69 69 69	Togris 0: 00: 03: 00: 04: 06: 06: 06: 06: 06: 06: 06: 06: 06: 06	Terrino DE 00 DE 04 DE 06 DE 0	State J State J State S	State N State N Cash Or OJ DJ ON OF ON O	Parties Principe Affords Study of Typerson Principe Study of Typerson Principe Type 00 00 00 04 05 04 05 05
the conservation of the co	Topics 04 04 05 06 06 06 07 08 07 08 08 07 08 08 08 07 08 08 08 08 08 08 08 08 08 08 08 08 08	Togris 04 00 00 04 06 04 06 04 05 05 04 05 05 05 05 05 05 05 05 05 05 05 05 05	Terrino Di CO DI GO DI GO DI CO	States J Tools 0-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0-0-	State N State N State N State N State S State	Parties Part
Mark Name - Committee Mark Name - Committee Mark Name - Committee Mark Name - Committee Nam	Topics 0 M AS 00 M 00 M 00 M 00 M 00 M 00 M 00	Togris 0 00 00 00 00 00 00 00 00 00 00 00 00	Togrine 0 00 00 00 00 00 00 00 00 00 00 00 00	States J Tente	State N State N Case Or 03 05 00 06 08 07 08 obtained State Control of S	State To America Africana (Space Africana Africana Africana Africana Africana Africana Africana Africana Africana (Space Africana Afr
the conservation of the co	Spring State of the All Col. No. Col. N	Topics On the Control of the Control	Training B	State J Topic De GU GT On GU	State N State N Tapes Or Ol	
Machinery Services Machinery M	Topics 0H AN OR M OR N OF OR	Togris 0 00 00 00 00 00 00 00 00 00 00 00 00	Terrino DE GO DE G	States J Tente	State N State N Case 00 03 05 00 05 00 00 00 00 00 00 00 00 00 00	Parties Part
the review of th	Topins Of the All Col M	Togris 0 80 30 54 66 36 60 60 60 60 60 60 60 60 60 60 60 60 60	Training B	State J Topic De GU GT On GU	State N State N Tapes Or Ol	
the investment of the property of the content of th	Spring St. Community Commu	Togris 0 00 00 00 00 00 00 00 00 00 00 00 00	Terrino B	States J Topic	State N State N Or 33 33 00 00 00 00 00 00 00 00 00 00 00	
the review of th	Topins Of the All Col M	Transis 0 80 20 30 40 60 80 00 00 00 00 00 00 00 00 00 00 00 00	Training B	States J Topic	State N State N Takes Or OI	
Machinery Services Machinery Mac	Toylor Director Direc	Togris 0 00 20 00 00 00 00 00 00 00 00 00 00 0	Segrino Di GO	States J Testes 0 00 00 00 00 00 00 00 00 00 00 00 00	State N State N Case 00 03 05 00 00 00 00 00 00 00 00 00 00 00 00	Parties Charles of Chronic September 1 1 1 1 1 1 1 1 1 1
the investment of the common o	Topics Of the All City As City Of the All City Of the	Togris 0 8 30 31 40 84 90 90 0 10 50 50 50 50 50 50 50 50 50 50 50 50 50	Service B	States J Days Do GE OF ON ON	State N State	Studie T
Machinery Servey Machinery Commiss Monument Lain Downson	Topics 04 Al Ol M O	Terris 0 0 20 0 1 0 0 1 0 0 0 0 0 0 0 0 0 0 0	Training Direction Continues on the Continues of the Cont	State J Totals D D D D D D D D D D D D D D D D D Totals D D D D D D D D D D D D D D D D D Totals State D D D D D D D D D D D D D D Total State D D D D D D D D D D D D D D D Total State D D D D D D D D D D D D D D D Total State D D D D D D D D D D D D D D D D Total State D D D D D D D D D D D D D D D D Total State D D D D D D D D D D D D D D D D Total State D D D D D D D D D D D D D D D D Total State D D D D D D D D D D D D D D D Total State D D D D D D D D D D D D D Total State D D D D D D D D D D D D D Total State D D D D D D D D D D D D Total State D D D D D D D D D D Total State D D D D D D D D D Total State D D D D D D D Total State D D D D D D D Total State D D D D D D D Total State D D D D D D Total State D D D D D D Total State D D D D D Total State D D D D D Total State D	State N State N Tasks 00 03 05 00 05 00 00 00 00 00 00 00 00 00 00	Studies To Alexans (America Services Control of the
Markinstein Committee Markinstein Committee Markinstein Committee Markinstein Committee Markinstein Markinstein Committee Markinstein Mark	Topics Of the All City As City Of the All City Of the	Togris 0 8 30 31 40 84 90 90 0 10 50 50 50 50 50 50 50 50 50 50 50 50 50	Service B	States J Days Do GE OF ON ON	State N State N Tasks Or O3 55 Os Of O8 0 Os on on on on on one of the other states	State of Comments
Machinery Servey Machinery Commiss Monument Lini Common Edition Experience Advances Experience Experien	Toylor Director State of the Color Director Director State of the Color Director State	Togris 0 0 20 00 0 00 00 00 00 00 00 00 00 00	Service B 40 00 00 00 00 00 00 00 00 00 00 00 00	States J Testes 0 00 00 00 00 00 00 00 00 00 00 00 00	State N State N Case 00 03 05 00 06 08 00 00 00 00 00 00 00 00 00 00 00 00	State Toward African State T
this invariant exercity this content of the content	Service Services Serv	Tors 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Service B	States J Tapes	State N State	
Machinery Newsys Machinery Commiss Machinery Commiss Machinery Commiss Departs A Familia Machinery Machine	Spring St. All Col. St. Col. S	Torris 0 8 20 3 1 00 8 00 00 00 00 00 00 00 00 00 00 00 0	Training Dir Col Dir C	States J Totals D	State N State N Case 00 03 05 00 05 00 00 00 00 00 00 00 00 00 00	State T Sta
Machinery Department	Service Services Serv	Tors 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Service B	States J Days Da	State N State N State N State Or 03 03 00 00 00 00 00 00 00 00 00 00 00	State T Sta
Michigane Assert Michigane (Appare) Michigane (Appa	Spring St. All Coll Mr. Coll M	Torrison Of St. 20 St. 68 M 00 St. 50 Short National Common St. 50 Short National Common St. 50 Short National Common St. 50 Short National St. 50 Short Na	Service B	States J Totals D	State N State N Case 00 03 05 00 05 00 00 00 00 00 00 00 00 00 00	State T Sta
Maria	Spring St. All Col. St. Col. S	Torris 0 8 20 3 1 00 8 00 00 00 00 00 00 00 00 00 00 00 0	Service B	States J Topic	State N State N State N State N State N State Or 33 33 00 00 00 00 00 00 00 00 00 00 00	
Machinery Service Machinery Commiss Machinery Commiss Machinery Commiss Devers Advances Program Advances Pro	Torsion Statement Statemen	Toyles 0 00 20 00 00 00 00 00 00 00 00 00 00 0	Service B	States J Testes 0 00 00 00 00 00 00 00 00 00 00 00 00	State N State	State T Open Comment of National Service Comment of Natio
Maria	Torsion Statement Statemen	Toyles 0 00 20 00 00 00 00 00 00 00 00 00 00 0	Service B	States J Topic	State N State N State N State N State N State Or 33 33 00 00 00 00 00 00 00 00 00 00 00	State of Telephone (1997) State T Spain 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0

Build on Strengths

Invest in teachers



Build on Strengths

- Invest in teachers
- Rely on data



Build on Strengths

- Invest in teachers
- Rely on data
- •21st Century skills

Communication
Financial literacy
Creativity
Media literacy
Problem solving
Citizenship

Build on Strengths

- Invest in teachers
- Rely on data
- •21st Century skills
- Relationships

Within the school Between school and community



Linking Leadership and Learning

